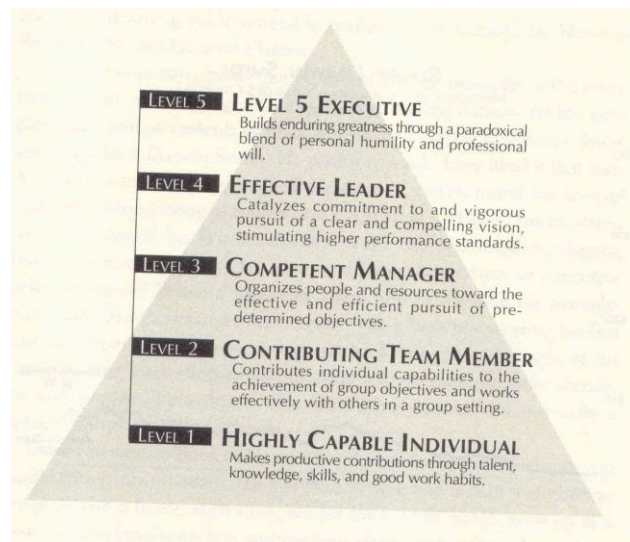




Level 5 Leadership

You can accomplish anything in life, provided that you do not mind who gets the credit. Harry S. Truman



Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious – but their ambition is first and foremost for the institution, not themselves.

Humility + Will

Modest and willful, humble and fearless.

Setting up Successors for Success

'In over three quarters of the comparison companies we found executives who set their successors up for failure or chose weak successors of both.'

A Compelling Modesty

'In contrast to the very 'I'-centric style of comparison leaders, we were struck by how they good-to-great leaders didn't talk about themselves. Those who worked with or wrote about the good-to-great leaders continually used words like quiet, humble, modest, reserved, shy, gracious, mild-mannered, self-efacing, understated and did not believe his own clippings.'

'We rarely found articles that focused on the good to great CEO's' In over two thirds of the comparison cases, we noted the presence of a gargantuan personal ego that contributed to the demise or continued mediocrity of the company.

Unwavering Resolve... To Do What Must Be Done

The quiet, dogged nature of Level 5 leaders showed up not only in the big decisions but also in a personal style of sheer workmanlike diligence.

Show horse v Plow horse.

Window and the Mirror

Level 5 leaders look out the window to apportion credit at the same time they look in the mirror to apportion responsibility. The great irony is that the personal ambition that often drives people to positions of power stand at odds with the humility required for Level 5 leadership. When you combine that irony with the fact that boards of directors frequently operate under the false belief that they need to hire a larger-than-life, egocentric leader to make an organization great, you can quickly see why Level 5 leaders rarely appear at the top of our institutions.

Summary: The Two Sides of Level 5 Leadership

Professional Will

Creates superb results, a clear catalyst in the transition from good to great.

Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.

Sets the standard of building an enduring great company; will settle for nothing less.

Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

Personal Humility

Demonstrates a compelling modesty, shunning public adulation; never boastful.

Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.

Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.

Looks out the window, not in the mirror, to apportion credit for the success of the company—to other people, external factors, and good luck.

Breakout Churches

Fewer than 1% of senior pastors studies obtained the level 5 leadership.

Figure 2G. Levels of Leadership

Level of Leadership	Description	Percentage of Senior Pastors Who Have Attained This Level
Acts 1 The Called Leader	Knows of God's call to ministry and has responded to that call	98%
Acts 2 The Contributing Leader	Takes time to do well the basics of Christian ministry such as preaching, teaching, and prayer	22%
Acts 3 The Outwardly-Focused Leader	Seeks to lead church and self to ministry beyond the walls of the church	14%

Acts 4 The Passionate Leader	Exudes a contagious enthusiasm for ministry; others gladly follow	6%
Acts 5 The Bold Leader	Is willing to take risks, where success is only possible in God's power	3%
Acts 6/7 The Legacy Leader	Has a burden for a successful ministry beyond his own lifetime	Less than 1%

We noticed in the leadership styles of pastors we studied a significant difference when a leader moves from one level to the next. A church inevitably experiences noticeable gains if its leader moves just one level. Perhaps a goal leaders should establish immediately is to move from their present level to the next.

Our studies found that the damage wrought by an autocratic leadership style is often swift and deep and sometimes irreversible. The 'peacemakers' by contrast, tend to lead churches downward slowly and even imperceptibly, yet at the end of the day, what remains is hurting, unhealthy and usually smaller churches.

Acts 6/7 Leaders:

- Desired to communicate clearly their love for the members of the congregation. They did not feel that people should be readily discarded if they disagreed with the vision.
- Recognized that the established church is often entrenched in tradition and therefore change is difficult and often takes time.
- Knew that change must ultimately take place and that goals must be achieved if that church is to move forward. Unlike that peacemakers, they moved persistently and patiently toward their goals.
- Accept slow progress.
- They are sensitive to criticism, but they do not let their critics deter them from the goals and visions they sense God has given them.
- Consistently finds ways to communicate the love they have for their congregations
- Are reluctant leaders. They neither planned nor desired to serve in their present position.
- While they were strong leaders, their humility precluded them from being dictatorial leaders. Yet some of these leaders admitted that they were autocratic in the past. One of the major transformations that took place in their lives personally was the move away from dictatorial leadership.
- Have a long tenure

- Confident humility
- Accepted responsibility for their ministry and did not blame others.
- Show an unconditional love for the congregants they serve
- Are persistent. They never consider a setback a failure
- The visions cast always include an evangelistic passion
- Are concerned about their ministries well beyond their own tenure of even lifetime.

Thom Rainer, *Breakout Churches*, Zondervan 2005

Jim Collins, *Good To Great*, Random House, 2001